



**HEADQUARTERS AIR FORCE CENTER
FOR ENVIRONMENTAL EXCELLENCE**

PROGRAM MANAGEMENT PLAN

FAMILY HOUSING PRIVATIZATION INITIATIVE

Kirtland AFB, New Mexico

HQ Air Force Materiel Command

DATE: 19 May 00

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1.0 INTRODUCTION

1.1 The Kirtland AFB Family Housing Privatization program was conceived and validated under a partnership between Air Force Materiel Command and 377 CES. The housing privatization concept for Kirtland is presented in the installation Family Housing Master Plan (FHMP) dated August 99. Headquarters, Air Force Materiel Command, as the lead partner, has requested the services of Headquarters Air Force Center for Environmental Excellence, Design and Construction Directorate, Family Housing Division (HQ AFCEE/DCH) to perform as the Service Agent and transaction execution role for this initiative and to join this partnership. The request is contained in the **Design Instruction under Attachment C**.

1.2 Guided under this management plan, it is proposed that an IPT continue to work toward realizing the Air Force goal of privatizing a portion of military family housing at Kirtland AFB. It is intended that a "Privatization Support Contractor" be utilized to represent and assist the Air Force in this process. The Privatization Support Contractor (PSC) will begin by reviewing and refining the project RFP before issuing the solicitation to industry. For the purpose of this management plan, the final product of this privatization effort will be the closing of a real estate transaction. Post-award privatization responsibilities will be addressed by a future, separate management plan.

2.0 ORGANIZATIONAL ROLES AND RESPONSIBILITIES

2.1 HEADQUARTERS AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE

2.1.1 HQ AFCEE is a Field Operating Agency for the Civil Engineer of the Air Force (USAF/CE). The table below summarizes the services that AFCEE, in the Service Agent and transaction execution role, will provide during the refinement of Kirtland's existing RFP solicitation. During this initiative, AFCEE will participate in all program decisions and IPT workshops and assist in resolving any conflicts which develop among the partnership members. Through its PSC consultant, AFCEE will be responsible for solicitation, source selection, and lease/contract closing. As such, AFCEE will be the primary OPR for ensuring all solicitation documents are current, revised, and coordinated throughout the process. AFCEE will maintain the original "masters" of all documents and will be the sole source office for integrating comments and making revisions to the documents. AFCEE will integrate comments from multiple sources throughout the review process, will finalize the documents, and forward the documents officially to AFMC and HQ USAF upon integration of all review comments.

2.1.2 AFCEE intends to provide a PSC to assist with this effort. This private-sector firm with financial and real estate marketing expertise will be tasked to streamline Air Force family housing privatization initiatives. A detailed explanation of the PSC concept is provided in Section 3, herein.

2.1.3 More complete descriptions of the tasks identified in the table below follow:

PRIVATIZATION PHASE	SERVICES PROVIDED
1 - Project Identification <ul style="list-style-type: none"> • Define Requirements • Conduct Preliminary Analysis • Program Project Requirements 	<ul style="list-style-type: none"> • Housing Market Analysis (as req'd) • Proforma Support • Housing Community Plan (as req'd) • Family Housing Facility Assessment • Conduct Environmental Analysis (EBS, EA)
2 - Project Definition <ul style="list-style-type: none"> • Evaluate Opportunities for Using Authorities • Refine Feasible Options • Develop Proposed Concept 	<ul style="list-style-type: none"> • On-site requirements and workshops • Facilitate interface with other housing stakeholders (community, contractors, residents, base leadership) • Facilitate Integrated Process Team Meetings • Prepare Concept Briefing • Develop Acquisition Plan
3 - Project Acquisition <ul style="list-style-type: none"> • Develop Acquisition Documents • Submit Notifications • Issue Solicitation • Evaluate Response to Solicitation • Submit Notification and Secure Funds Authorization • Award 	<ul style="list-style-type: none"> • Develop PIP (Project Information Package) including Statement of Needs • Prepare Technical Reports/Studies • Manage Solicitation Process • Make needed public and regulatory announcement • Augment Source Selection Board • Utilize PSC Contract
4 – Project Management <ul style="list-style-type: none"> • Initiate Project • Provide Project oversight and Ensure Compliance • Conduct Financial Planning and Budgeting 	<ul style="list-style-type: none"> • Establish Project Management Team • Develop Program Management Plan • Provide Project Oversight/Ensure Compliance • Provide Consultant support (Title II/SETA) • Conduct Lessons Learned Workshops
5 – Project Close-Out <ul style="list-style-type: none"> • Asset Disposition 	<ul style="list-style-type: none"> •

PHASE I - Project Identification

Preliminary Site Visit. <TASK COMPLETE> AFCEE will perform a preliminary site visit to Kirtland AFB to identify the housing requirement (construction, renovation and/or deficit reduction), and various housing privatization project scopes and development costs which could be used to satisfy the requirements identified during the site visit. Requisite information will be collected to allow subsequent conceptual development of several housing privatization variations (alternatives) to convey existing housing units and lease land to subsidize new development/renovation of existing units. Alternatives will not be

limited to previous concepts, but all alternatives developed must be executable using existing legislation. Limitations, variables, and required sources will be identified for each alternative and overall results present to the installation and HQ ACC/CE staffs. In developing options, consideration will be given to making full use of the applicable authorities provided under the FY 1996 Defense Authorization Act.

PHASE 2 - Project Definition

Draft/Review of Concept Plan. <TASK COMPLETE> AFCEE will draft the installation concept plan for family housing privatization and participate in a comprehensive review of Kirtland's draft concept plan. This review will encompass all aspects of the proposed concept to include scope and background, concept options, proposed concept description, acquisition strategy including instructions and evaluation and basis for award, post-award requirements and discussion of outstanding issues and risks. This review will also address the financial, legal and business aspects of the proposal and satisfy Air Force objectives for housing privatization at Kirtland. The desired outcome will be a detailed concept plan narrative and briefing materials for presentation to AFMC and Air Staff for review to meet the schedule presented in Section 4.0. Preparation of the Preliminary Economic Analysis will be the responsibility of the installation and the consultant will be responsible to prepare the Financial Proforma.

PHASE 3 - Project Acquisition

Acquisition Plan Development. <TASK COMPLETE> Upon receipt of formal staff approval, AFCEE will prepare for and participate in a comprehensive review of Kirtland's draft acquisition plan for housing privatization. This review will encompass all aspects of the proposed project to include project scope and background, project options, proposed project description and acquisition strategy. It will also include instructions and evaluation and basis for award, post-award requirements and discussion of outstanding issues and risks. This review will also address the financial, legal and business aspects of the proposal and satisfy Air Force objectives for housing privatization at Kirtland. The desired outcome will be a detailed acquisition plan to be submitted to Air Staff for review by the attached schedule.

Statement of Needs Development. <TASK COMPLETE> AFCEE will prepare and distribute to the IPT a draft RFP document for housing privatization based on the approved FHMP for Kirtland. This task will include coordination of details for a comprehensive IPT review of Kirtland's draft solicitation. This review will encompass all RFP sections to include project scope, solicitation process, project program, proposal instructions, evaluation and basis for award, construction and warranty bonding, and post-award requirements. The RFP package will include the Source Selection Plan, Proposal Evaluation Guide and Evaluation Checklists. The review will also address the financial, legal and business aspects of the proposal and satisfy Air Force objectives for housing privatization at Kirtland AFB. The desired outcome of this review will be specific comments and recommendations for revising the draft RFP to prepare it for public release.

PIP Development. <TASK COMPLETE> AFCEE will be prepared to produce as necessary various technical reports and studies to support development of the PIP. These technical documents may include, but not be limited to, Environmental Baseline Surveys, Environmental Assessments, hazardous

materials surveys, geotechnical and topographic surveys, metes and bounds surveys, title searches, real estate appraisals and economic analyses.

Community Informational Materials. With consultant support, AFCEE will prepare and distribute handout materials to support separate meetings with military families and local community groups. This task will include development of handout materials such as fact sheets, brochures, newsletters or other documentation to inform various interested parties of the proposed privatization project. Review of materials will be made to ensure accuracy and consistency with proposed Air Force objectives for housing privatization at Kirtland. Draft and final versions of newsletters will be prepared at four times, at approximately the outset of RFP development, near the completion of the RFP document, and at the time of separate forums for resident families and municipal leaders. Brochures will also be prepared to support both planned forums. Draft and finalize up to five other handouts of four pages each at times as directed.

Participation in Community Forums. AFCEE will provide assistance in preparing for and attending Community Forums. It is anticipated that one forum will be held for the benefit of resident military families and the other for municipal leaders. Support for the forum will include assistance with preparing agendas, coordinating logistical/administrative arrangements, participation in panel discussions and separate conferences and documentation of questions and issues that are generated from forum discussions. Post-forum requirements include assistance in responding to questions raised during the forum and preparation of “lessons learned” documentation.

Background Issues Development. AFCEE will be available as necessary to develop separate background papers to address major issues confronting the IPT working group. Purpose of the papers is to document the rationale for key decisions by the IPT encountered during development of the RFP. The paper will identify the issue, summarize its significance, present background information, discuss alternatives considered and justify ultimate decisions or recommendations. The paper will be targeted for decision-makers at installation, Major Command Headquarters and Air Staff. Topics for background papers may include any aspect of the project scope, concept options, or acquisition strategy, and may address financial, legal or business aspects of the proposed housing privatization project.

On-Board Review. **<TASK COMPLETE>** AFCEE will participate in an Integrated Process Team (IPT) review of the draft RFP document. AFCEE will document consensus decisions reached regarding each submitted comment. An on-board review of the draft RFP will be held at Kirtland AFB (with the PSC in-attendance) to refine documents based on review comments received from Air Staff, AFMC and the installation.

RFP Document Finalization. Working in concert with the IPT and with assistance from the PSC, AFCEE will refine and finalize Kirtland’s RFP for housing privatization. Document refinements will be based on review comments received from an IPT review of the draft final RFP. AFCEE will document consensus decisions reached regarding each submitted comment. The RFP documents will incorporate all RFP sections to include scope, solicitation process, project program, proposal instructions, evaluation and basis for award, construction and warranty bonding, and post-award requirements. The work product will also address the financial, legal and business aspects of the proposed project to satisfy Air Force objectives for housing privatization at Kirtland. This task will also include refinement of the

Economic Analysis prepared by the installation. The desired outcome of this effort will be a draft RFP document ready for submission to AFMC per schedule in Attachment A.

Source Evaluation Assistance. AFCEE will furnish advice and assistance in the evaluation of proposals utilizing the process proscribed in the Project Source Selection Plan and Evaluation Guide. Although the PSC will provide objective evaluation of Offerors' proposals, AFCEE will conduct due diligence oversight of the process. AFMC and the installation will be invited to participate in this process. The work product will also address the financial, legal and business aspects of the proposed project to satisfy Air Force objectives for housing privatization at Kirtland.

PHASE 4 - Project Management – To be covered by a future management plan.

PHASE 5 - Project Close-Out – To be covered by a future management plan.

2.2 HEADQUARTERS, AIR FORCE MATERIEL COMMAND

2.2.1 As stated above, AFMC retains lead partnership in this privatization effort and will participate in all program decisions and assist in resolving any conflicts which develop among the partnership members. AFMC has primary responsibility in providing liaison with Air Staff, SECAF, and DOD housing privatization functions and in presenting all higher level briefings. AFMC is responsible for gaining higher headquarters approvals, obtaining authorities to advertise and award, determining the initial schedule to be reported to Air Staff for follow-on reporting to Congress, and reporting schedule progress. The Command will also participate in development and review of document submittals and provide personnel as required to make up the source selection teams. AFMC will provide all funding of contract support determined necessary by the corporate partnership.

2.3 377th CIVIL ENGINEER SQUADRON

2.3.1 The BCE represents the interests of Kirtland AFB in this partnership and will participate in all program decisions and assist in resolving any conflicts which develop among the partnership members. The BCE will designate personnel to participate in this effort as Base Program Manager (BPM). The BPM has primary responsibility in identifying and/or establishing all functional and technical requirements, to include items of work, unit types, grade mix, renovation and new construction requirements during the concept and RFP development. The BPM will present the Base's plan in handling the post-acquisition aspects of this program, including: construction quality assurance (if needed), contract or lease administration, any required financial reviews of the contractor, housing unit assignments (if needed), landlord-tenant dispute resolution, etc. This plan will be key to the long-term successful operation of the program. The BPM is also responsible for coordinating various aspects of this effort with other Base functions and the Kirtland AFB senior leadership. The BPM will coordinate with the Base Financial

Management organization to obtain a life cycle cost analysis of the program. This analysis will be updated as required.

2.3.2 The BPM arranges facilities for and participates in RFP review workshops and pre-proposal conference/site visits, coordinates base personnel input for workshops, provides local support data (existing utility plans, topographic and geotechnical data, asbestos/lead based paint surveys, local environmental policies, etc.), identifies any phasing requirements, ensures base personnel review submittals from the standpoint of functionality, and processes review comments.

2.4 CONTRACTING OF CONSULTANT SERVICES

2.4.1 311 HSW/PKO (Brooks AFB) is the contracting office for all required consultant services during finalization of Kirtland's existing RFP. The Solicitation Officer (SO) is responsible for all source selection actions associated with this transaction. A PSC approach is being pursued on this privatization project, and details of this initiative are described in Section 3 herein.

2.4.2 The Contracting Officer (CO) is responsible for all contracting actions associated with this program. All communications with the consultant relative to contractual matters will be through the CO or his designated representative. Minimum responsibilities include, but are not limited to:

- Consultant contract administration
- Funds reporting and accountability
- Consultant liability determinations
- Consultant payments

3.0 PRIVATIZATION SUPPORT CONTRACTOR ROLE

3.1 PSC RESPONSIBILITIES

AFMC and Air Staff has approved AFCEE to acquire an initial or pilot PSC to act as the Air Force's "broker" at Kirtland. The PSC will be brought into the privatization process immediately upon award of their contract. The proposed PSC would be required to support the Project Definition and Project Acquisition phases of the project. The final product of this privatization effort will be the successful closure of a real estate (non-FAR) transaction.

The PSC will be tasked to develop all aspects of a solicitation addressing the requirements for revitalizing family housing at Kirtland. The PSC will solicit multiple potential developers and, through open competition, objectively evaluate respective proposals in terms of the identified Air Force project objectives. The PSC will present to the Government formal briefings of proposal evaluation results, allowing the Air Force to make the best value determination. Following Air Staff and Office of the Secretary of Defense (OSD) approval, the PSC will then finalize and execute the closing of the real estate transaction. This action includes preparing all Government contract documents necessary to close the deal

with the financing institutions and the developer. The deal will be considered complete when the lease and all loan instruments are executed between the Government and the developer/financier.

3.2 DISCUSSION

3.2.1 Source Selection Strategy. The strategy for the PSC is to pre-qualify (identify) those firms demonstrating ability, experience and capability to succeed in fulfilling the PSC contract objectives. The goal of the PSC is to obtain, through open competition, the real estate transaction ("deal") that offers "best value" in providing a desirable and financially viable project over its full duration. "Best Value" is defined as the proposal offering military families affordable housing with outstanding quality designs, construction, and real estate services, in a secure and well planned community and yielding the highest return on the Air Force's investment. The Government will determine the "Best Value" based on business and financial data, design and construction and real estate management factors, as well as qualifications/past performance and proposal and performance risk.

3.2.2 Responsibilities. The PSC will evaluate each Offerors' expertise, experience and financial strength as these factors relate to their ability to develop, finance, construct, operate and maintain a long-term rental development. The evaluation process will involve an integrated assessment of each Offeror's proposed development. Its purpose is to determine how well Offerors have structured the development financing, which will be credible in equity and debt markets and which minimizes Air Force commitments and risks. The PSC will also evaluate construction, management and operation of the proposed development, balanced with the projected government total initial and continuing costs, satisfies the basic requirements and desired features of the solicitation. Performance risk and proposal risk will be assessed, and business arrangements and technical elements will be evaluated to determine the adequacy of proposal information as it relates to the solicitation requirements. Those Offerors identified within the "competitive range" may have an opportunity to discuss and revise their proposals before final evaluations are completed and the Successful Offeror is selected.

3.2.3 Lessons Learned. Feedback mechanisms will be in place to capture "lessons learned" from this prototype experience to guide future process refinements. Results of this trial effort will be carefully assessed to identify opportunities for process, quality and productivity improvements. PSC contract performance will be evaluated to improve the quality of future contracts.

The PSC prototype promises to offer the following feedback:

- Document lessons learned
- Validate contract vehicle suitability
- Evaluate incentive arrangements
- Assess market conditions
- Identify opportunities for quality process improvements

3.2.4 Funding. Funds to procure and oversee the PSC were furnished to AFCEE through AF/ILE. Funds to award and compensate the PSC will be transferred to AFCEE direct from AF/ILE.

4.0 INTEGRATED PROCESS TEAM (IPT) GUIDANCE

4.1 MEMBERSHIP

The IPT is a working level group providing the first level of management to work issues in finalizing the RFP development. Responsible for the overall program management, the IPT reviews progress in executing the solicitation development and acquisition program. The team identifies potential problem areas, determines actions required to resolve these problems, and assigns responsibility for implementing decisions. The IPT is comprised of the following members as a minimum, but can be added to in order to meet special requirements:

- HQ AFMC/CE Program Manager
- HQ AFCEE Program Manager
- Base Program Manager (BPM)
- Base Housing Office Program Manager
- USAF/ILE Program Manager
- Consultant Program Manager
- Others as appropriate

This group meets at designated milestones to review and discuss the RFP documents and resolve issues. The IPT retains corporate authority and responsibility to meet the schedule presented in Attachment A. The AFMC/CE PM works directly with the BPM on clarification of criteria as it affects the program site, facilities, and equipment.

4.2 IPT WORKSHOPS

IPT Workshops will be utilized throughout the RFP development. The workshops will involve intense, on-site interviews and meetings between the users, interested base, city and county offices, the Base Civil Engineer staff, and other installation staff. The interested base offices should include the Security Police, Fire Department, Base Communications, and base Environmental Health. Public Affairs, Judge Advocate and Financial Management are other offices that need representation on the IPT. The purpose of the workshops are to fully validate, develop, and quantify user requirements and develop consensus on parameters/requirements and solutions for the program.

ATTACHMENT A - HOUSING PRIVATIZATION DEVELOPMENT SCHEDULE

TASK NAME SHORT TIMELINE SCHEDULE	DURATION	START	FINISH
Confirm Concept	1 day	25-Feb-00	25-Feb-00
HIRE PSC	56 days	25-Feb-00	12-May-00
Base/MAJCOM Direction to Hire PSC	1 day	25-Feb-00	25-Feb-00
AFCEE Finalize Synopsis/Solicitation	3 days	28-Feb-00	1-Mar-00
AFCEE PK Issue Synopsis/Solicitation Package	1 day	2-Mar-00	2-Mar-00
Proposal Preparation Period	25 edays	3-Mar-00	28-Mar-00
Proposal Evaluation	10 days	29-Mar-00	11-Apr-00
Clarification Period	10 days	12-Apr-00	25-Apr-00
Selection	2 days	26-Apr-00	27-Apr-00
Award Coordination-VTC	5 days	28-Apr-00	4-May-00
Contract Prep-time	5 days	5-May-00	11-May-00
Award	1 day	12-May-00	12-May-00
Post-award conference at AFCEE	2 days	24-May-00	25-May-00
COORDINATE SOLICITATION	58 days	12-May-00	1-Aug-00
AF Finalize Solicitation (pre-PSC involvement)	0 days	12-May-00	12-May-00
Selection Team Approve Solicitation	1 day	15-May-00	15-May-00
MAJCOM submit RFP for Approval	1 day	16-May-00	16-May-00
AF/OSD Review/Approve Solicitation (if req'd)	10 days	17-May-00	30-May-00
AF/ILEI submit Congressional Notification	3 days	31-May-00	2-Jun-00
Congressional Notification	60 edays	2-Jun-00	1-Aug-00
Authority to solicit	0 days	1-Aug-00	1-Aug-00
PROJECT MANAGEMENT PLAN	11 days	17-May-00	31-May-00
Prepare Draft PMP	5 days	17-May-00	23-May-00
Internal AFCEE Review	2 days	24-May-00	25-May-00
Customer Review	2 days	26-May-00	29-May-00
Finalize PMP	2 days	30-May-00	31-May-00
PSC "Spin Up" and Team Building	18 days	1-Jun-00	26-Jun-00
"Kick Off" Meeting at Kirtland	2 days	1-Jun-00	2-Jun-00
PSC "spin up" on requirement (if not earlier)	5 days	5-Jun-00	9-Jun-00
PSC Prepare Execution Plan/ Solicitation	10 days	5-Jun-00	16-Jun-00
Prepare Execution Plan	5 days	5-Jun-00	9-Jun-00
Finalize Solicitation	5 days	12-Jun-00	16-Jun-00
PSC Brief AF Selection Team	1 day	19-Jun-00	19-Jun-00
AF Review/approve execution plan	5 days	20-Jun-00	26-Jun-00
COMPETE FOR REAL ESTATE TRANSACTION	91 days	2-Aug-00	6-Dec-00
Market Surveys/contacts	10 days	2-Aug-00	15-Aug-00
Issue solicitation	1 day	2-Aug-00	2-Aug-00
"Process Review"	1 day	3-Aug-00	3-Aug-00
Complete Qualifications Screening	1 day	4-Aug-00	4-Aug-00
"Process Review" (qualifications)	10 days	7-Aug-00	18-Aug-00
AF Selection Team Decision (Qualifications)	1 day	21-Aug-00	21-Aug-00
Preposal Conference	1 day	25-Aug-00	25-Aug-00

Request Tech Proposals	1 day	28-Aug-00	28-Aug-00
Prepare Tech Proposals	20 days	29-Aug-00	25-Sep-00
Receive Tech Proposals	1 day	26-Sep-00	26-Sep-00
"Process Review"	1 day	27-Sep-00	27-Sep-00
Evaluation	20 days	28-Sep-00	25-Oct-00
"Process Review"	1 day	27-Oct-00	27-Oct-00
PSC Brief AF Selection Team	1 day	6-Nov-00	6-Nov-00
Dry-run Decision Brief	1 day	7-Nov-00	7-Nov-00
AF Selection Team Brief Decision Authority--VTC	1 day	8-Nov-00	8-Nov-00
Decision	10 days	23-Nov-00	6-Dec-00
COORDINATE SELECTION	42 days	14-Dec-00	9-Feb-01
Brief AF IPT & ESG—VTC	1 day	14-Dec-00	14-Dec-00
Brief AF/CC	1 day	15-Dec-00	15-Dec-00
Prepare OMB Scoring Report	1 day	18-Dec-00	18-Dec-00
DUSD(I) Approval	1 day	22-Dec-00	22-Dec-00
Initiate Funds Transfer Request	1 day	25-Dec-00	25-Dec-00
Congressional Notification	30 edays	29-Dec-00	28-Jan-01
CLOSING	10 days	29-Jan-01	9-Feb-01

TASK NAME LONG TIMELINE SCHEDULE	DURATION	START	FINISH
Confirm Concept	1 day	25-Feb-00	25-Feb-00
HIRE PSC	56 days	25-Feb-00	12-May-00
Base/MAJCOM Direction to Hire PSC	1 day	25-Feb-00	25-Feb-00
AFCEE Finalize Synopsis/Solicitation	3 days	28-Feb-00	1-Mar-00
AFCEE PK Issue Synopsis/Solicitation Package	1 day	2-Mar-00	2-Mar-00
Proposal Preparation Period	25 edays	3-Mar-00	28-Mar-00
Proposal Evaluation	10 days	29-Mar-00	11-Apr-00
Clarification Period	10 days	12-Apr-00	25-Apr-00
Selection	2 days	26-Apr-00	27-Apr-00
Award Coordination-VTC	5 days	28-Apr-00	4-May-00
Contract Prep-time	5 days	5-May-00	11-May-00
Award	1 day	12-May-00	12-May-00
Post-award conference at AFCEE	2 days	24-May-00	25-May-00
COORDINATE SOLICITATION	63 days	12-May-00	8-Aug-00
AF Finalize Solicitation (pre-PSC involvement)	0 days	12-May-00	12-May-00
Selection Team Approve Solicitation	1 day	15-May-00	15-May-00
MAJCOM submit RFP for Approval	1 day	16-May-00	16-May-00
AF/OSD Review/Approve Solicitation (if req'd)	15 days	17-May-00	6-Jun-00
AF/ILEI submit Congressional Notification	3 days	7-Jun-00	9-Jun-00
Congressional Notification	60 edays	9-Jun-00	8-Aug-00
Authority to solicit	0 days	8-Aug-00	8-Aug-00
PROJECT MANAGEMENT PLAN	11 days	17-May-00	31-May-00
Prepare Draft PMP	5 days	17-May-00	23-May-00
Internal AFCEE Review	2 days	24-May-00	25-May-00
Customer Review	2 days	26-May-00	29-May-00
Finalize PMP	2 days	30-May-00	31-May-00
PSC "Spin Up" and Team Building	38 days	1-Jun-00	24-Jul-00
"Kick Off" Meeting at Kirtland	2 days	1-Jun-00	2-Jun-00
PSC "spin up" on requirement (if not earlier)	10 days	5-Jun-00	16-Jun-00
PSC Prepare Execution Plan/ Solicitation	30 days	5-Jun-00	14-Jul-00
Prepare Execution Plan	15 days	5-Jun-00	23-Jun-00
Finalize Solicitation	15 days	26-Jun-00	14-Jul-00
PSC Brief AF Selection Team	1 day	17-Jul-00	17-Jul-00
AF Review/approve execution plan	5 days	18-Jul-00	24-Jul-00
COMPETE FOR REAL ESTATE TRANSACTION	111 days	9-Aug-00	10-Jan-01
Market Surveys/contacts	10 days	9-Aug-00	22-Aug-00
Issue solicitation	1 day	9-Aug-00	9-Aug-00
"Process Review"	1 day	10-Aug-00	10-Aug-00
Complete Qualifications Screening	1 day	11-Aug-00	11-Aug-00
"Process Review" (qualifications)	10 days	14-Aug-00	25-Aug-00
AF Selection Team Decision (Qualifications)	1 day	28-Aug-00	28-Aug-00
Preposal Conference	1 day	1-Sep-00	1-Sep-00
Request Tech Proposals	1 day	4-Sep-00	4-Sep-00
Prepare Tech Proposals	30 days	5-Sep-00	16-Oct-00
Receive Tech Proposals	1 day	17-Oct-00	17-Oct-00

"Process Review"	1 day	18-Oct-00	18-Oct-00
Evaluation	30 days	19-Oct-00	29-Nov-00
"Process Review"	1 day	1-Dec-00	1-Dec-00
PSC Brief AF Selection Team	1 day	11-Dec-00	11-Dec-00
Dry-run Decision Brief	1 day	12-Dec-00	12-Dec-00
AF Selection Team Brief Decision Authority--VTC	1 day	13-Dec-00	13-Dec-00
Decision	10 days	28-Dec-00	10-Jan-01
COORDINATE SELECTION	45 days	18-Jan-01	21-Mar-01
Brief AF IPT & ESG—VTC	2 days	18-Jan-01	19-Jan-01
Brief AF/CC	1 day	22-Jan-01	22-Jan-01
Prepare OMB Scoring Report	2 days	23-Jan-01	24-Jan-01
DUSD(I) Approval	1 day	29-Jan-01	29-Jan-01
Initiate Funds Transfer Request	2 days	30-Jan-01	31-Jan-01
Congressional Notification	30 edays	5-Feb-01	7-Mar-01
CLOSING	10 days	8-Mar-01	21-Mar-01

ATTACHMENT B - KEY PROGRAM PERSONNEL

	NAME	ORGANIZATON	TITLE	PHONE	E-MAIL
	PRIMARY IPT MEMBERS				
		377 SPTG/CD	Dep Support Group Cmdr		
		377 CES/CEC	Deputy BCE / PM		
		AFMC/CECH	MAJCOM Housing		
	Col Scott Streifert	AF/ILEI	Air Staff Privatization	DSN 664-4177	
	Lt Col Gary Singler	AF/ILEIP	PM, Air Staff	DSN 664-4631	
		377 CONS/LGCC			
		377 CES/CEH	Base Housing Mgmt Office		
		377 CES/CEH	Housing Mgmt Office		
	Lt Col Rod Croslen	AFCEE/DCH	AFCEE Housing Priv.	DSN 240-5506	
		377 WG/JA	Judge Advocate		
		AFMC/JAQ	MAJCOM Legal Office		
		377 CES/CEA			
		377 CES/CEC	Base Engg & Construction		
		377 CES/CECB	CE Programming		
		377 CES/CECE	Base Engg & Construction		
	Tom McSwain	Avila Gov't Services	Consultant	703-836-3855 x 18	Mcswaint@msn.com
	Hagop Avedissian	Avila Gov't Services	Consultant	703-836-3855 x 13	avila.havedis@erols.com
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		SECONDARY IPT MEMBERS			
		377 CES/CC	Base Civil Engineer		
		377 WG/PA	Public Affairs Officer		
		377 SVS/CC	Commander, Services Sqd		
		377 SVS/SV	Dep Cmdr, Services Sqdn		
		377 WG/CCC	Command CMSgt		
		377 CONS/LGC	Contracting Squadron		
		377 CES/CECB	CE Programming		
		377 CPTS/FMAS	Financial Management		
		377 CES/CEOF	Operations Infrastructure		
		377 CES/CECC	Engg & Construction		
		377 CES/CERR	Real Property		
		377 CES/CEV	Environmental Flight		
		377 CES/CEV	Environmental Flight		
		377 SFS/SFOL	Security Forces Ops		
		377 CES/CEF	Fire Department		
		377 SVS/SVMP			
		377 MSS/DP	Military Personnel Flight		
P	Warren Muller	AFCEE/DCH	AFCEE Housing Div	DSN 240-5669	warren.muller@hqafcee.brooks.af.mil

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